

00/562 - 1481  
Executive Registry

72-5419  
23 APR 1962

TO : Deputy Director of Central Intelligence

SUBJECT: Exploitation of CIA Alumni

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STATINTL

1. PROBLEM.

a. How can CIA best exploit its well-disposed alumni.

2. ASSUMPTIONS.

a. CIA does not desire publicity.

b. Any stimulation of action by CIA alumni should be primarily aimed at benefitting the Agency.

c. If an overt CIA association is formed, it would have to be open to all former employees.

3. FACTS BEARING ON THE PROBLEM.

STATINTL a. [ ] employees have separated from the Agency since 1947.

b. A substantial but now undetermined percentage of former employees has been considered non-reemployable by the Agency and should not be encouraged to perpetuate their association with the Agency.

c. A large proportion of CIA alumni are former female clerical and stenographic employees whose careers were cut short when they left the Agency because of marriage.

d. Many former employees now have a covert relationship with the Agency and it would be against the Agency's best interests for them to belong to an overt association.

e. At present no centralized record is maintained of former employees having a covert relationship with the Agency.

f. The Agency does have a civilian standby reserve composed of 562 selected former employees who have agreed to serve in case of national emergency.

4. DISCUSSION.

a. To encourage or promote an overt alumni association that would be open to all former employees would not be in the Agency's best interests due to the cost of such an undertaking, the many security problems that would likely arise and the possible adverse publicity that could accrue to the Agency. Further, many of the individuals would not be in a position or have the desire to assist the Agency in any appreciable way.

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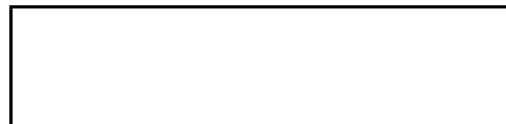
- b. The Agency could cooperate with the Veterans of Strategic Services (whose New York Chapter is quite active) and possibly arrange to have selected former employees join that organization and assist the Agency through that organization. The Agency, however, would be unable to control the organization, the security problems that could arise with an overt organization would still be present, and the interests of many former employees would not be identical to the members of the Veterans of Strategic Services. Thus, the disadvantages of such an arrangement would outweigh any advantages.
- c. The Agency, on the other hand, could make use of selected former employees to assist in limited fields of activities if properly controlled. These could include:
- (1) Fund-raising for PSAS.
  - (2) Assisting in the out-placement of personnel.
  - (3) Assisting in the recruitment of personnel.
  - (4) Assisting the Contact Division [REDACTED]
  - (5) Assisting [REDACTED] in its activities.
  - (6) Assisting the Central Cover Group as a support structure and in the development of cover leads.
- d. To implement such a program, the Agency could initially utilize the present Standby Reserve. While at present the Standby Reserve is a passive activity, this could be changed to an active unit at comparatively small cost.
- e. By maintaining this group on a semi-covert basis, the security problems would be minimized and the chances of adverse publicity reduced. The Agency could maintain complete control.
- f. Centralized records should be set up listing all former employees who are assisting the Agency in order to make the most effective use of the individual. At present centralized records are maintained only on the Standby Reserve.
5. CONCLUSIONS.
- a. It would be against the best interests of the Agency to sponsor or encourage an overt alumni association.

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- b. It would be against the best interests of the Agency to make use of the Veterans of Strategic Services as a front for such an organization.
- c. The Agency should make use of selected former employees in limited fields where a benefit will accrue to the Agency.
- d. A centralized record must be maintained to assure the maximum benefit and the necessary controls.
- 6. ACTION RECOMMENDED.
  - a. The Office of Personnel be directed to:
    - (1) Develop a detailed program to utilize selected former employees to assist the Agency.
    - (2) Establish a central record of all former employees being utilized or who could be utilized by the Agency.



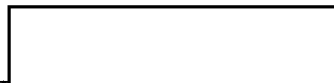
Thomett D. Echols  
Director of Personnel

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Attachments: 3

CONCUR:

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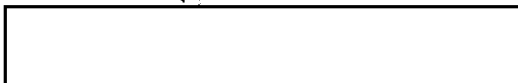


L. K. White  
Deputy Director (Support)

26 April 62  
Date

APPROVED: *Subject detailed program to DDCI*  
*- R. approach -*

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Marshall S. Carter  
Lieutenant General, USA  
Deputy Director of Central Intelligence

1 May 62  
Date

Distribution:

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OD/Pers/ [Redacted] :hc (20 Apr 62)

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Approved For Release 2003/03/10 : CIA-RDP82-00490R000100020044-7

Approved For Release 2003/03/10 : CIA-RDP82-00490R000100020044-7